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Translating Strategy into Action  
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Building a Strategic Risk Scorecard

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Kaplan and Norton articulate the five key principles required for building

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strategy-focused organizations: 1) translate the strategy into operational terms, 2) align the organization to the strategy, 3) make strategy everyone's everyday job, 4) make strategy a continual process, and 5) mobilize change through strong, effective leadership.

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In The Strategy-Focused Organization,  
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David Norton, president of the  
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Research into companies that have implemented the Balanced Scorecard. Drawing on more than 20 in-depth case studies, they illustrate how major organizations have used the Scorecard to create an entirely new performance management framework that puts strategy at the center of a

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THE STRATEGY- FOCUSED ORGANIZATION THE SUMMARY IN BRIEF In 1996, Robert Kaplan and

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David Norton introduced the Balanced Scorecard performance measurement method, which included not only traditional financial measures but also such qualitative measures as employee satisfaction, corporate mission and customer loyalty.

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circle ... Kaplan, Robert S; Norton,  
David P. Publication date 2001 Topics  
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Thrive in the New Business Environment. By Robert S. Kaplan and David P. Norton; Harvard Business School Press, 2001. The ability to execute strategy can be more important than the strategy itself. Strategy implementation is as important as the strategy itself.

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In The Strategy-Focused Organization, Robert Kaplan and David Norton share the results of ten years of learning and research into more than 200 companies that have. The creators of



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the revolutionary performance management tool called the Balanced Scorecard introduce a new approach that makes strategy a continuous process owned not just by top management, but by everyone.

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~~How Balanced Scorecard ...~~

The strategy-focused organization  
Robert S. Kaplan and David P. Norton  
The Balanced Scorecard was  
originally proposed to overcome the  
limitations of managing with only  
financial measures, which report  
outcomes but do not communicate the

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drivers of future performance.

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The simple idea behind the Balanced Scorecard Concept (BSC), which we first introduced in a 1992 Harvard Business Review article, is that an

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Organization's strategy must be translated into terms that can be understood and acted upon (R. Kaplan and D. Norton, "The Balanced Scorecard: Measures That Drive Performance," Harvard Business Review, January/February 1992). A BSC uses the language of

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Measurement to more clearly define the meaning of strategic concepts like quality, customer ...

## ~~BUILDING A STRATEGY-FOCUSED ORGANIZATION~~

Kaplan and Norton articulate the five key principles required for building

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Kaplan and Norton define a strategy

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map as "a logical comprehensive architecture for describing strategy. It provides the foundation for designing a Balanced Scorecard that is the cornerstone of a strategic management system." (p. 10). Several strategy maps are illustrated below.

Chapter 2: How Mobil Became a

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## Strategy-Focused Organization

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This complete summary of the ideas from Robert S. Kaplan and David P. Norton's book "The Strategy-Focused Organization" shows that highly



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productive organisations implement strategy exceptionally well. In their book, the authors explain that these organisations typically place more emphasis on execution, rather than strategy formation.

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